

The Director of Central Intelligence  
Washington, D.C. 20505

NIC No. 06126-85  
13 December 1985

National Intelligence Council

MEMORANDUM FOR: Chairman, National Intelligence Council

FROM: George Kolt  
National Intelligence Officer for Europe

SUBJECT: Suggestions for your Meeting with the MIB

1. My relationship with the DIA and Service reps has been excellent. The problems have come with higher-ups in the DIA hierarchy who are unwilling to challenge [redacted] wilder assertions, which then turn into DIA reserves and eventually footnotes. I, therefore, suggest that you praise DIA and the Services for their excellent cooperation with the NIO in the coordination process. DIA/DE should be singled out for special praise as it almost always comes to coordination meetings with handouts of the changes it wants to suggest, a procedure that greatly facilitates things. You could then, diplomatically, enjoin the Director of DIA and the Service Intelligence Chiefs to pay careful attention to the reservations and footnotes proposed by their staffs to make sure they are not tilting at windmills (i.e., taking exception with something the NIE does not say) and truly represent a reasonable substantive difference.

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2. You may also want to reassure the MIB of the continued impartiality of the NIC, particularly since your meeting will probably come shortly after the reconfirmation of your dual-hatted position. You could point to the footnotes you have taken as DDI in some NIEs and to the great mix of backgrounds among the NIOs, about half of whom are not career CIA.

3. As a problem area to be discussed together you might want to raise the issue of how Agencies (including CIA) should handle judgments that either go beyond NIEs or run counter to NIEs. (You may want to take a crack at State's blatant disregard of any judgment that goes counter to its preconceived notions [redacted])

[redacted] The logical way to handle the issue, it seems to me, would be for Agencies to indicate to their audiences what the National Intelligence judgment is. and then how particular Agency's views differ from it or go beyond it.

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